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# SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS  
AND FIELD PERSONNEL

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### PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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## PRESIDENT JOHNSON SEEKS ASSISTANCE OF EVERY WORKER

President Johnson has called for a "competition for greater economy and efficiency in Government operations," and has stated that "every member of our working team should play a part."

This is part of the "President's Challenge to Federal Managers," a message from the Chief Executive to Government managers appearing in the January-March issue of the *Civil Service Journal*. The entire message follows:

I am addressing this message to Federal managers through the *Civil Service Journal* because I need your help.

Our Nation has many goals and commitments. We must meet these goals and commitments without an overdraft on the Nation's resources. We can do it only if we get full value for every dollar.

Many people outside Government think we are daring spenders. Let's show by our record that we are, in fact, sparing do-ers.

I challenge all of you to engage in a competition for greater economy and efficiency in Government operations. This is a competition among Federal organizations as well as among individuals, and its true goal is accomplishment of all the Nation's essential business.

There is no intention that we grapple barehanded with our problems. Government uses some of the most advanced methods and equipment to accomplish its work, and properly so. Economy does mean, however, that the manager must:

Make hard judgments in setting work priorities.

Challenge the ingenuity of the people in his work force—and reward them for it.

Strive unceasingly for the shorter form, the better way, the more direct method.

The decisions formulated by career managers have a make-or-break impact on overhead costs. There are opportunities for major economies in such areas as organization structure, personnel ceilings, travel, space and contracts. In many cases a revolutionary approach to our management problems may provide the best solution. Let's demolish what is antiquated, rebuild only what serves a continuing purpose and clear some ground for brand new methods.

In these endeavors every member of our working team should play a part. We must utilize incentives and provide recognition and reward for those who answer the call. You can depend upon my personal interest in seeing that this is done.

—Lyndon B. Johnson

## DEPENDENT MEDICAL FACILITY

A Dependent Medical Facility (DMF) has been established in the headquarters area but apart from the Headquarters Building.

A separate facility to provide medical examinations and immunizations for dependents proceeding with employees to overseas assignments was considered desirable in view of certain administrative and personal problems involved in requiring dependents to come to the Headquarters Building.

The new DMF was especially designed for its function of assisting the employee to assure that his dependents are medically prepared for overseas living. Individual briefings concerning health and sanitation in specific overseas locations will now be possible in addition to the comprehensive physical examinations.

Dependents of employees returning from overseas assignments will also receive their examinations at the DMF.

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## QUESTIONS AND ANSWERS CONCERNING POLITICAL ACTIVITY OF FEDERAL EMPLOYEES

The following information of interest to Organization employees is taken from a release prepared by the Civil Service Commission.

The Civil Service Commission emphasizes again that Federal employees and members of their families have the right and obligation to register and vote. Queries and comments of Federal employees, addressed to the Commission, indicate that many people do not realize the extent of *permitted* activities under political activity rules governing Federal employees. A number of the questions are from Federal employees who are residents of the District of Columbia and who are planning to register to vote for President and Vice President. The questions range from those dealing with rights and restrictions under specific provisions of the Hatch Act to those dealing with the Federal Government's attitude toward cooperating with local authorities in an effort to get citizens to register and vote.

The following questions and answers have been prepared for the guidance and information of employees.

### REGISTRATION, VOTING—GENERAL

1. *Q. What is the Commission's general philosophy with regard to the individual's participation in registration?*

A. The Commission, over the years, has expressed the view that all citizens should be encouraged to register and to vote, and that no impediment should be permitted which would hamper an individual from participating in registration activities and voting.

2. *Q. May a Federal employee participate in nonpartisan registration drives?*

A. Yes, to the fullest extent possible.

3. *Q. May he direct such nonpartisan registration drives?*

A. Yes, he may exercise complete supervision.

4. *Q. May a Federal employee participate in a registration drive conducted by a political party which is not carried out on behalf of specific candidates?*

A. Yes, with certain qualifications. If the Federal employee is engaging in registration activities for the purpose of encouraging the registration of voters on a partisan political basis, such activity would violate the Hatch Act. The employee must see to it that his role in the drive is wholly nonpartisan in character and that he impartially registers voters for the party of their choice without attempting to influence the individual being registered.

5. *Q. In most States a registrar is appointed by the County Clerk or Clerk of the Court. Can a Federal employee accept such appointment?*

A. Yes, if in doing so he gets permission from his agency and the work does not interfere with his agency's business. This is a matter for each agency to decide.

6. *Q. May a Federal employee be excused for a reasonable time to vote or to register to vote?*

A. Yes. As a general rule, where the polls are not open at least three hours either before or after an employee's regular hours of work he may be granted an amount of excused leave which will permit him to report for work three hours after the polls open or leave work three hours before the polls close, whichever requires the lesser amount of time off. If an employee's voting place is beyond normal commuting distance and vote by absentee ballot is not permitted, the employee may be granted sufficient time off in order to be able to make the trip to the voting place, not to exceed a full day.



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For employees who vote in jurisdictions which require registration in person, time off to register may be granted on substantially the same basis, except that no such time is granted if registration can be accomplished on a nonwork day and the place of registration is within reasonable one-day round-trip travel distance of the employee's place of residence.

7. Q. *May United States property be used for registration purposes?*

A. Yes. A White House memorandum dated January 23, 1962, expressed the Administration's desire that Federal activities cooperate with local authorities and nonpartisan citizens groups in programs to facilitate registration. This memorandum reaffirms a similar White House memorandum issued October 17, 1960.

8. Q. *How far does the Federal Government's cooperation with local officials extend in registration and collection of poll tax?*

A. Such cooperation may include:

- a. Publicity among employees concerning the deadlines and locations for registration and for payment of poll taxes.
- b. Provision of space on Federal installations for persons authorized to handle registration and payment of poll taxes.
- c. Other measures which will not result in undue disruption of the public business and which are voluntary in nature.

#### GENERAL RESTRICTIONS

Specifically, an employee covered by the Hatch Act cannot run for any office as a partisan candidate or campaign for any partisan candidate or engage in any partisan political management. By partisan candidate is meant one representing a National or State political party such as the Democratic or Republican Party. He may not run for office, even as an independent, in an election in which partisan political designations are used, unless he lives in one of the communities to

which the Civil Service Commission has given partial exemption in connection with his local government.

9. Q. *Does the Hatch Act apply to part-time Government employees?*

A. Yes.

10. Q. *The Civil Service Commission enforces the Hatch Act for the competitive civil service. Does this mean that employees holding excepted positions (outside the competitive civil service) are not subject to the act?*

A. No. Excepted employees are subject to the act, but in these cases the employing agency is responsible for enforcing it.

11. Q. *What employees are prohibited by the Hatch Act from active participation in politics?*

A. Employees of the executive branch of the Federal Government and the Government of the District of Columbia, including temporary and part-time employees. The political activity of employees of any State or local agency whose principal employment is in connection with a federally financed activity is also restricted.

12. Q. *Are any executive-branch employees exempt from the restrictions of the Hatch Act?*

A. Yes, there are a few specific exemptions listed in the act. Among them are (1) The President and Vice President of the United States; (2) Persons whose compensation is paid from the appropriation for the office of the President; (3) Heads and assistant heads of executive departments; (4) Officers who are appointed by the President by and with the advice and consent of the Senate, and who determine policies to be pursued by the United States in its relations with foreign powers or in the nationwide administration of Federal laws. There is also a partial exemption for Federal employees who live in communities in which large numbers of voters are employed by the Federal Government. This partial exemption is fully explained in the final section of this release.

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13. Q. *What is the penalty for violation of the Hatch Act by a Federal employee?*

A. The most severe penalty for violation is removal. The minimum penalty is suspension without pay for 30 days.

14. Q. *Please explain for employees affected by the Hatch Act just what their responsibilities and rights are under the act.*

A. They have the right to vote and to express their political opinions, but are forbidden to take an active part in partisan political management or in partisan political campaigns. In connection with Federal employees' right to vote, the Commission emphasizes that political-activity restrictions do not relieve employees of their obligation as citizens to inform themselves of the issues and to register and vote.

15. Q. *Is it possible for a Federal employee to run for public office on a partisan party ticket?*

A. No. Federal employees cannot be candidates for any National, State, county, or municipal office filled in *partisan* elections. They may run for local office only in elections that are nonpartisan; that is, where all the candidates appear on the ballot without partisan party designation such as Democratic or Republican. (See exceptions granted to Federal employees residing in certain communities, beginning with question 25.)

16. Q. *May a Federal employee serve as an election officer?*

A. Yes, provided that in doing so he discharges the duties of the office in an impartial manner as prescribed by State or local law, except that he may not become a candidate for such office in a partisan election.

17. Q. *May a Federal employee serve in an unofficial capacity at the polls as a checker, challenger, distributor, or watcher, or in any other post in behalf of a partisan political candidate or partisan political party?*

A. No. He may not assist such a candidate or party in any way at or near the polls.

18. Q. *May a Federal employee use his auto to take voters to the polls on election day, or lend it, or rent it for this use?*

A. Generally, no. However, the employee's auto may be used to transport himself and members of his immediate family to the polls. In addition, members of a car pool may stop at the polling place to cast their votes on the way to or from their places of employment.

19. Q. *May employees covered by the act attend political rallies and join political clubs?*

A. Employees covered by the Hatch Act can attend political rallies and join political clubs, but they cannot take an active part in the conduct of the rally or operation of the club. Other things they are prohibited from doing are becoming involved in soliciting or collecting political contributions, distributing campaign material, and selling dinner tickets, or otherwise actively promoting such activities as political dinners.

20. Q. *May an employee who is subject to the Hatch Act write a letter to the editor of a local newspaper, expressing his opinion on a partisan issue?*

A. Yes, but he must not solicit votes for or against any political party or candidate. If he solicits votes, it is a Hatch Act violation.

21. Q. *May he make a campaign contribution to his party?*

A. Yes, but he cannot be required to do so. The contribution cannot be made in a Federal building or to some other employee who is prohibited by Federal law from accepting contributions. Of course, as a Federal employee, he cannot solicit political contributions.

22. Q. *May employees covered by the Hatch Act wear campaign buttons in the interests of one of their favorite candidates?*

A. Yes. They may also display political posters or pictures in the windows of their homes or on their automobiles.

23. Q. *May a Government employee's wife who is not a Government employee help a friend campaign for political office?*

A. Yes. The act does not restrict the activities of an employee's wife or of other members of his family in any way.

24. Q. *If an instructor in a State university wants to run for office on a partisan party ticket, would this be a violation of the Hatch Act?*

A. No. The Hatch Act does not apply to teaching positions.

#### PARTIAL EXEMPTIONS FOR RESIDENTS OF CERTAIN COMMUNITIES

The material below applies only to Federal employees who reside in the following communities:

Maryland: Annapolis, Berwyn Heights, Bethesda, Bladensburg, Bowie, Brentwood, Capitol Heights, Cheverly, Chevy Chase, Martin's Additions to Chevy Chase, Chevy Chase View, College Park, Cottage City, District Heights, Edmonston, Fairmont Heights, Forest Heights, Garrett Park, Glenarden, Glen Echo, Greenbelt, Hyattsville, Kensington, Landover Hills, Morningside, Mount Rainier, North Beach, North Brentwood, North Chevy Chase, Northwest Park, Prince Georges County, Riverdale, Rockville, Seat Pleasant, Somerset, Takoma Park, University Park, Washington Grove.

Virginia: Alexandria, Arlington County, Clifton, Fairfax County, Fairfax, Falls Church, Herndon, Portsmouth, Vienna.

Washington: Bremerton, Port Orchard, Elmer City.

Other: Anchorage, Alaska; Benecia, Calif.; Huachuca City, Ariz.; New Johnsonville, Tenn.; Sierra Vista, Ariz.; Warner Robins, Ga.

25. Q. *What special rights are granted such residents?*

A. They may participate actively in local partisan political campaigns as independent

candidates or in behalf of independent candidates in the communities in which they reside.

26. Q. *What is the basis for granting partial exemption from Hatch Act restrictions to the residents of certain communities?*

A. The partial exemption is granted by the Civil Service Commission, upon request, to communities in which large numbers of voters are employed by the Federal Government and where special or unusual circumstances exist. The purpose of the exemption is to give these Federal employees a voice in their local government.

27. Q. *How does this special right differ from the general restriction that applies to all Federal employees?*

A. Under the general restriction, a Federal employee cannot be a candidate for a local public office, or campaign in election for local public office, in which partisan party designations are used. This means that he cannot run in an election, even as an independent, if he is opposed by a partisan political candidate (Republican or Democrat). Neither can he actively work for an independent candidate who is opposed by a partisan party candidate.

28. Q. *To what extent can the Federal employee campaign for an independent candidate in the excepted communities?*

A. He can take an active part in the conduct of rallies and the operation of the independent candidate's "party." He may transport voters to the polls and distribute campaign material in behalf of an independent candidate. In short, he may do anything in behalf of the independent candidate that he could do in an election if he were not a Federal employee.

#### QUESTIONS FROM OUR EMPLOYEES

Organization employees who have any questions about the application of the Hatch Act should send them to headquarters.



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## WHEN AND HOW TO WRITE A CABLE

The advent of higher-speed, semiautomatic communications devices has prompted many questions on the procedures and format for the preparation of cables. There have been many disparate views expressed on this subject. Readers of the Support Bulletin who are concerned with Organization cables may be interested in the following article, which was prepared for use in a training course on cable writing.

### WHEN TO WRITE A CABLE

The new communications equipment accommodates a large volume of traffic and permits the processing of cables at a higher rate of speed. Unfortunately, the improvement in cable service has created a prevalent notion that correspondence which does not have a time element may be transmitted by cable rather than by dispatch. Actually, because of the large increase in traffic over the past few years, Organization communications facilities are just as overloaded as they ever were. The cable writer generally should be guided by the statement: "A cable is justified only when action must be taken before a dispatch can be delivered." Where appropriate, tell the addressee to reply to your cable by dispatch. When a cable contains information concerning several installations in an area, consider addressing it to the Chief of Station with instructions to relay the message to his sub-bases by lateral pouch. Omit information addressees whenever possible. The cost of sending a cable to the info addressee is almost as great as the cost of delivery to the action addressee. Only the larger stations use the higher speed transmission and enciphering techniques. Many smaller stations still must use the slower and more cumbersome methods which require considerable expense and time to process even short cables. In summary, keep in mind that there is a very substantial cost in communicating by cable, even when the cable may contain only a few words. *Don't send a cable unless it is essential.*

### HOW TO WRITE A CABLE

Cables should be confined to one subject only. They should be written so that the thoughts are expressed in the fewest words possible. However, it is false economy to make sentences so brief and cryptic that their meanings are obscure, ambiguous, or subject to misinterpretation. This lack of clarity in a cable can lead to a further exchange of cables which is much more costly than adding a few clarifying words to the original cable.

Skill in writing a clear, concise, and accurate cable is cultivated by strict attention to detail. The best written cables begin in draft form and are then edited for brevity and clarity. The editing should eliminate articles, connectives, parenthetical expressions, prepositions, and punctuation which are not essential to clarity. Use the shortest words possible. Eliminate words which are already implied. For example, NOT RECEIVED implies NOT RECEIVED TO DATE or NOT RECEIVED AT THE TIME OF THIS WRITING. Reword awkward sentences. The shorter the sentence, the less the need for punctuation and connectives.

Only the most commonly used and generally accepted abbreviations should be used. Homemade abbreviations, colloquial words, and foreign phrases must be repeated in the communications processing. Such repetition increases the length and cost of a cable. A frequent cause of undecipherable garbles is the use of just such unauthorized abbreviations and foreign phrases.

Are separate paragraphs essential to your cable? Arbitrary paragraphing wastes words. When it is necessary to express several related thoughts on one subject and to emphasize a specific idea so it will not be overlooked, or when the need to refer to a portion of a cable rather than to the whole is anticipated, break the text into paragraphs and number each paragraph. In many cases, however, it is not necessary to indicate related thoughts as separate paragraphs. For example:

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REF A. ABCD 1010  
B. XYZ 000000

1. REF A NOT RECD TO DATE.
2. TRACE AND ADVISE BY CABLE EXTERNAL NUMBER AND DATE FORWARDED.
3. UNABLE TO COMPLY WITH INSTRUCTIONS CONTAINED REF B UNTIL MISSING POUCH RECEIVED.

This cable loses none of its meaning by rewording and condensing the three paragraphs into a single unnumbered paragraph and by including the references within the text as follows:

UNABLE COMPLY XYZ 000000 UNTIL  
ABCD 1010 RECD. TRACE. CABLE EXTERNAL NUMBER AND DATE SENT.

With most of the cryptographic and transmission systems in use today, it is possible to transmit columns of figures, punctuation marks, and normal correspondence formats. However, for the sake of economy, punctuation should be reduced to the minimum consistent with clarity. As a general rule, all punctuation should be omitted from the internal address line, the distribution indicator line, and the reference line.

#### A PHILOSOPHY FOR CABLE ECONOMY

Statistics show that cable volumes are constantly increasing. Because of budget limitations, coupled with rising costs, we cannot expand our communications facilities rapidly enough to accommodate the increasing volume of cables. Therefore, those messages for which the time element is not critical must be diverted from electrical media to the pouch channel, or else the system will become overloaded and the quality of service will deteriorate. One of the best ways to avert the disaster of service deterioration is for each component to reduce the cables it originates and, more importantly, *causes to be originated*. Perhaps the greater effort is needed in the latter area, because we tend to be indifferent to receiving cables which are not

essential to our activity. Each officer should constantly review the cables he receives and instruct his subordinates and correspondents to stop cabling reports which he knows no longer need electrical delivery. People basically resist change. When a cable exchanging pattern is established, it tends to be self-perpetuating. Cable recipients are slow or reluctant to accept the fact that the situation may have changed. Events may no longer require the electrical handling of all correspondence associated with the original "flap." If not, use dispatches instead.

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#### PARABLE FOR GOVERNMENT PERSONNEL

A Government employee publication recently printed this thoughtful parable:

In ancient times one night, three horsemen were riding across a desert. As they crossed the dry bed of a river, out of the darkness a voice called, "Halt." They obeyed.

The voice ordered them to dismount, pick up four loaves of bread that were hidden behind a rock, put the bread in their saddle bags and remount.

The voice then said, "You have done as I commanded. Tomorrow at sun-up you will be both glad and sorry."

Mystified, the horsemen rode on. As the night fled by, they started to nibble on the bread—just out of curiosity. When the sun rose, they reached in their saddle bags and found that a miracle had happened.

The bread had been transformed into gold. They then remembered the warning by the voice. They were both glad and sorry—glad they saved some, and sorry they had not saved more. And that is the story of SICK LEAVE.

## SOME NOTES ON BRIEFING

Most readers of the Support Bulletin will at some time have the opportunity to give a briefing (note use of the word "opportunity"; briefing need not be a chore). Your briefing may be given just to a new employee who has to be shown the office ropes; it may be an explanation of the work of your office to a large or small audience, to Organization employees or to outsiders; briefing may be an intermittent assignment for you, or you may be the briefing officer of your component.

A briefing is by nature explanatory, expository; it is not a sales talk or a welcome address or an after-dinner speech. Neither is it a part of a course, where you have more time for development of your topic, an opportunity to assign reading, and exams; a briefing must achieve maximum impact in minimum time.

A veteran briefing officer lays down the following as essential elements of a successful briefing technique:

### 1. KNOWLEDGE OF THE SUBJECT

This sounds obvious, and normally you will not be asked to brief on a subject you know nothing about. But many a briefer has tried to explain something without really understanding it himself, or at least without having clearly thought it out in his own mind so that he can give a lucid explanation and answer questions. While it is a truism that subject knowledge is basic to successful briefing, this is often honored in the breach, and is worth consideration both by those newly come to the game and by experienced briefers.

If, for example, the briefing you are giving is on the organization of an office, make sure you have that organization clearly pictured or charted in your mind, and that *you* are not dependent on a chart for the basic facts of your talk.

If the purpose of your talk is to explain a proposed course of action, make sure you know exactly what action is to be recommended; what are the preliminary steps, in what order, and the reasons for each; what results are

expected; what obstacles are possible and probable; what can be done to overcome them; and be prepared to answer objections.

### 2. ORGANIZATION

This involves many aspects:

a. You must have your *purpose* clearly in mind; know what you want your audience to understand or believe or do.

b. You must figure out and decide how this purpose is to be achieved.

c. You must fit your briefing to your audience; each is unique. Learn beforehand whom you will be speaking to, why they are there to hear you, what they want to know, how much they already know. This brings in the idea of selectivity, choosing material for its utility in this particular situation, throwing out what is not helpful or is harmful.

d. You must organize your talk to fit the place and physical circumstances: the size of the room, the need for and availability of loudspeakers, the ease or difficulty of using visual aids there, and possible disturbances. These things should be seen to *before* the briefing.

e. You must plan the talk, putting the points you want to cover in some order so that you can emphasize your central idea, make your main points, group supporting material where it belongs, throw out everything which is not pertinent, and come to a conclusion without leaving out anything important. Make it logical; build each statement on a foundation. Tailor your material to the time available to you.

f. In preparing your talk, don't fear to be basic. This does not mean talking down to your audience, for every talk should complement the intelligence of its hearers; but it is most effective, even necessary, to be basic, to stress fundamentals, and to give peripheral aspects of your subject short shrift, or at least subordinate standing.

g. You will probably have to keep in mind the requirements of security and the need-to-know principle.

### 3. COMMUNICATION

This, of course, is the purpose of all that went before. The best studied and organized and planned briefing will not be a success unless it gets through to the audience, unless your ideas become theirs. Several elements enter into the communication of your thoughts to your audience: your delivery, your contact with the audience, your use of visual aids, your personality (sincerity, conviction, directness, humor, as manifested in your platform manner), your reaction to and handling of questions.

Each of these is good for an article all its own. But we can give a few ideas on each right here (these are stated very sketchily, and if you don't have access to a good textbook on speech or if you plan to refer to these notes later, you will have to flesh them out yourself).

#### DELIVERY

a. Diction is your choice of words. These should be correct, while avoiding grammatical purism. Selection of words should be precise; your choice may depend somewhat on your audience, but there is never an occasion when you should want to appear uneducated. Slang is seldom appropriate.

b. Voice quality. Your voice should be easily audible to all, but not sustained at maximum volume; clear, not harsh or breathy; flexible, able to vary constantly in volume, pitch, rate, inflection; unaffected; pleasant, without (to damage a metaphor beyond repair) a chip on its shoulder; lively, reflecting animation and emphasis.

c. Articulation. Without clear and distinct pronunciation and enunciation of your words, your ideas will not be understood or even heard by your audience. Even mild failure in articulation subjects the audience to unwarranted effort. Most bad enunciation is caused by not opening the mouth adequately and not using the lips.

d. Speed: too fast and no one can understand you, too slow and all will go to sleep. Your aim: clear enunciation, logical grouping of words, and a fairly even rate of speed.

e. Volume. Make sure you are being heard; that's the level you want. Shouting may antagonize your audience and will certainly injure your throat.

f. Gestures should be natural and uncontrived, emphasize what you are saying, not draw attention away from it (which can happen if gestures are either inept or too flamboyant). Remember that head movements and facial expressions are also gestures. A good rule for the hands: unless you have a good natural reason for a gesture, do nothing with them.

g. Platform manner should show confidence (felt or unfelt), create a good impression, induce a positive response. This will happen if you are alert, pleasant, friendly, natural, enthusiastic. Look at the audience, at individuals in the audience, not at the ceiling or out the window or at the floor. Control body actions, avoiding up-and-down movements, swaying, pacing, juggling change in pockets. Stand erect, at ease, every movement under control.

#### VISUAL AIDS should be

a. easy to see (did you ever try reading half-inch letters from the rear of a large room or viewing a slide when the projector is in the way?)

b. easy to handle (examples of what not to use are a chart too heavy or awkward for you to lift, a map folded 17 times, a picture rolled so tightly it won't stay unrolled, a projector which won't project)

c. attractive, but not distracting (remember that it is an "aid," not the purpose of the briefing)

d. clear (expressing the ideas you want to get over or emphasize, and no others); simple (not cluttered with extraneous material or so elaborately lettered or designed as to confuse more than help)

e. dynamic (it's better to limit yourself to blackboard and chalk than to depend on a static display; parenthetically inside these parentheses, the use of chalk can be very creative, illustrating a talk as it develops and in accord with audience need and interest)

f. designed, if possible, for the particular audience with which the visual aid is used.

g. thoroughly planned in advance, including an attempt to anticipate everything which can go wrong.

#### HANDLING QUESTIONS

Often there will be a question period following your briefing; there may be questions even if not expected. Here are some suggestions on how to handle them:

Try to anticipate what points may be raised and prepare for them.

If the questioner is asking for information, answer him, if you can, by expanding, amplifying, or rephrasing your briefing material. If you don't know the answer, say so.

If the question is argumentative, it may support your stand or take issue with you. If the former, be grateful for the support; if the latter, answer as best you can, recognize the questioner's right to differ, and turn as soon as possible to another question.

If the query is irrelevant, handle it as gently as possible, trying to avoid offending the questioner, who is sure his problem is pertinent.

Do not repeat a question unless the audience cannot hear it or you are not sure you understand it.

If you have a question period but no one asks any, try to stimulate some.

When time is up, firmly cut the questions short.

#### SOME COMMON PROBLEMS

1. Nervousness. Even years of experience are no guarantee that you won't feel the familiar "butterflies." One thing you should remember is that the audience is not likely to know you are nervous unless you tell them. And one of the best ways of hiding and dissipating nervousness is through controlled bodily movement; perhaps read your introductory remarks, begin by writing on the blackboard, take a moment to adjust a visual aid or begin the talk by drawing attention to it, or begin with an extra forceful voice. These and other types of physical activity release the emotional tension which is making you nervous.

2. Avoid the vocalized pause, usually a long or short "uh," sometimes one or more per sentence. There is only one solution: be conscious of the habit and practice getting along without it.

3. Avoid dropping your voice at the end of sentences.

4. The mental blackout—you can't for the moment remember a thing. First, realize it won't last long, even though it may seem long to you. You may be able to make it seem a deliberate pause. Remember too that you are the only one who knew what you were going to say and thus the only one who knows that you have forgotten. Check your notes. Forge ahead on the next topic of your briefing. If what you have forgotten comes back to you, fit it in if appropriate; otherwise, ignore it.

5. Ignore disturbances, inside or outside the room, unless they interfere with communication between you and the audience. If they do, pause until they end; if they refuse to end, do something.

6. Should you read your talk? Although there are some occasions which demand that a speech be read, this is not true of a briefing. A talk read to an audience is seldom as effective as one seemingly ad libbed or given extemporaneously. The use of a script ties you to the lectern, inhibits gestures and the use of visual aids, may distract or displease audience. And it doesn't make last minute changes or inspirations easy. If you must read, try to follow the same rules of composition given above.

7. If not gesturing, your hands should hang at your sides, relaxedly, not in your pockets.

8. How do you end your talk? Restate and stress the main points, succinctly and vividly, if you can; summarize anything else worth repeating; and *end*.

9. Do I need an introduction? It helps, but make it *short*.

10. Talking down to the audience results more from an attitude of mind than from choice of words. Remember that your hearers are intelligent men, not children. Choose a nontechnical vocabulary, though, unless you are talking to technicians.



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## GETA: WHAT IT MEANS TO YOU

The Government Employees Training Act (GETA) states in effect that good government requires trained people. The act provides that, if feasible, an individual should be trained inside his own agency or department. Meeting this requirement, our Organization finds it possible to teach its employees many subjects in formal courses, on-the-job training, and other arrangements.

Some of the training required, however, is not practicable internally either because of expense or for other reasons. One employee may need training in nuclear medicine; others may need to study radio astronomy. Obviously, it is impractical for us to conduct such training. For equally obvious reasons, courses in many of the less specialized subjects are also impractical inside the Organization.

Hence, some of the training must be done externally. In accord with priorities set by the GETA, we first review the training programs of other Government agencies to see whether any of them offers a course in what is needed. Frequently the answer is affirmative.

In other cases, however, no Government department can fill our training needs and it becomes necessary to find courses outside of the Government. Again following the standards set by the GETA, we look first to private or public institutions wholly or partly financed by the Government. If, for example, Georgetown University has a course in Arabic established for and financed by a Government department, we would normally choose that course rather than an Arabic course not financed by a Government department.

If the training needed is not available at a Government-financed institution, the course desired may be taken elsewhere, potentially opening for consideration all universities and places of study in this country and abroad. Organization employees are currently spon-

sored in courses at many U.S. universities and are occasionally enrolled in foreign ones. Some enroll in extended courses, occasionally for more than a year. Most attend shorter programs to gain a specific skill or fill out previous training or education. Many attend brief workshop courses or seminars lasting only a few days or a few weeks.

Need is the principal criterion in determining who gets external training; not the need of the individual and his personal interests, but Organization need. No employee is sent to college to earn a degree merely for the sake of the degree. But if the Organization needs a specific skill and the individual selected earns a degree in the process, as a by-product, there is neither prohibition by the GETA nor objection by the Organization.

Some offices are in a position to plan and arrange future training for their employees. This is more likely to be true of components involved in research and analysis work; they are more likely to be able to foresee future requirements than components whose work is mainly short-range and subject to sudden changes in requirements. The latter offices are frequently unable to plan long-range educational career development, but they have accepted such planning as a goal and are working toward it. For example, if the Organization decides to install a new computer, men trained in the use of that computer will be needed immediately. Perhaps not as obviously, people more fully trained, prepared to understand computer principles, to plan the applications of these new machines and to foresee their limitations are also needed; hence, long-range training is also required to prepare for future needs and opportunities.

Our employees take most of their longer courses at U.S. universities. Beyond the GETA criteria explained above, the choice of an institution may be based on its reputation or that of the faculty, on previous good experience with the course or the university, or on location (travel expense is to be avoided if

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possible). The circumstances of the one to be trained are involved in the choice: is the course full-time or part-time, can he be spared from his desk full-time; would travel involve moving his family; what is his level of education; and are there problems peculiar to his type of work.

Short courses, workshops, and seminars are also given in universities, but more commonly by other institutions such as the Brookings Institution and the American Management Association, and by commercial firms. Brookings may be giving a two-week seminar for Federal executives, AMA may offer special management training; big electronic firms may offer training courses to those who use their equipment. In some cases, Organization trainees are able to get on-the-job training by working with the company's technicians in developing machines with special applications to our work.

Although extensive use of external training is expensive, the Organization pays for a large amount of it, demonstrating our determination to qualify our people to perform all necessary functions. There are two main demands made on the employee who is given outside training: that he perform creditably as a representative of the Organization, and that he prepare a report on his training and experience. In addition, those who are given lengthy or costly training are required to sign an agreement to continue in service for stated periods.

## RECREATION PROGRAM

In April 1962 the Organization's recreation program consisted only of several activities in which a relatively small number of employees actively participated. It was thought that employees needed a better variety of recreational activities and that an expanded program would result in greater participation.

The Office of Personnel therefore initiated an effort to organize new activities and to broaden the scope of the recreation program, with the result that there are now 26 activities in operation, as shown below, with a much larger number of active participants:

Archeology	Fencing	Rifle and Pistol
Art	Fishing	Sailing
Arts and Crafts	Garden	Skating
Basketball	Glee	Softball
Bowling	Golf	Sports Car
Bridge	Ham Radio	Stamp
Camera	Riding	Toastmasters
Camping	Journalism	Touch Football
Chess	Modern Dance	

These recreational activities have been financed by participants' dues and by contributions from the Welfare Assistance Board, whose income is derived from Government cafeteria profits.

With the dramatic growth of the recreation program during the past 20 months, it was felt that some formal mechanism was necessary to provide for the orderly management and organization of current and new activities. As a result, an Employee Association was formed in December 1963. The Association is a formal, unincorporated entity that will be managed by a Board of Directors consisting of five members, four of whom have been elected by the presidents of the current clubs and activities. The fifth Director was appointed by the Director of Personnel and has been elected President of the Board.

The recreation program, in this new phase of its development and with the impetus of the Association, should enter a spirited period of growth and increased employee participation. The new Association hopes to explore many additional activities and to expand a newly created ticket service by which employees are able to purchase tickets to plays, sports, and other events at a significant reduction in price. To date, employees have been able to purchase tickets to the Ice Capades and circus, as well as the forthcoming New York World's Fair, at a discount.

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## CONSTRUCTIVE DISCONTENT

Ever cut an apple crosswise? Try it.

Inside you'll find a perfect, five-pointed star. Only goes to show that some stars are found by taking a different cut of things.

The same applies to your job, to any job. Progress in a position depends largely on improvements and new ideas—stemming from a constructive discontent with things as they are. Tapping your unlimited, active, and constructive imagination and analytical ability to improve work methods and cut costs is evidence of your thinking about Organization problems. That habit can become an invaluable asset to your work unit, to your Organization, but most important to you in future promotions.

From now until 30 November, Federal employees will be observing a decade of progress in the Government-wide incentive awards program. Right now you are urged to help improve Government operations—to make your unit and your Organization more progressive and efficient.

An important way you can help is by thinking about different ways in which *you* can do *your* particular work better—with greater efficiency, economy, ease, and safety.

If you have job-related frustrations, here is a safety valve for some of them. Instead of possibly griping and developing friction in your work unit, devote your energy to thinking about ways to improve the work situation.

A formidable barrier to new ideas centers in the employee himself. We generally live far below our creative power, possess idea power we never use. Too many people are bored. They are apt to characterize all their work by the amount of routine it includes—and all jobs include a good bit of it, including that of the top Executive of the United States.

Too often an employee, wrapped up in himself, loses sight of the goals, the purpose of the Organization, and is content just to "coast." There are those who resist change because they are unwilling to risk the amount

of social status they've achieved where they are.

Innovation means more than developing something new. It often means dropping the old, the useless. It means that an employee must stop running long enough to find out if he is going in the right direction. "All new ideas," said Vice Admiral Hyman Rickover, the nuclear submarine expert, "begin in a critical, nonconforming mind that questions some tenet of the conventional wisdom."

The crying need today throughout the workaday world is for people with "perspective," with "vision," and with "creative abilities." There is no overabundance of employees throughout our Nation's work force who can see how their job relates to others, who can recognize the interdependency of different functions in the same organization.

True, we need people to carry the mail. But we also need people to be looking for new routes.

How about *your* work-improvement suggestion? Start thinking about it right now—and follow through. You, too, can help make 1964 climax a decade of progress in the Government-wide incentive awards program for your work unit, for yourself.

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## STATE INCOME TAX WITHHOLDINGS

An employee returning to a domestic position should promptly submit to his Administrative or Support Officer, for filing with the payroll office, the appropriate exemption certificate for his place of residence, to enable withholding of State or District of Columbia income taxes. A recent change in policy now permits an employee to request that income taxes be withheld for his place of residence even when he works in another tax jurisdiction. State or District of Columbia taxes continue to be mandatorily withheld for an employee who *lives and works* within any tax jurisdiction which requires income tax withholding. State or District of Columbia taxes will not be withheld while an employee is overseas.

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## OPERATION SECURITY

### A SPECIAL CAMPAIGN FOR U.S. SAVINGS BONDS

The 1964 Savings Bond Campaign, "Operation Security for 1964," will be conducted 11 through 22 May.

Security for the individual and security for the Nation furnish the theme of this special campaign. Operation Security has these objectives:

- to give every nonbuyer a fresh look at an attractive savings opportunity,
- to dramatize anew the facts about savings bonds and what they do for their owners and for America,
- and to remind ourselves as citizens of a practical and profitable way to serve our country.

Here is a way to take a greater part in keeping America strong so you can enjoy the things you plan and save for. Buying bonds through payroll savings guarantees that you will save, and save regularly.

Recent changes in the savings bond program have made them an especially attractive means of saving for retirement. The new E-bonds mature in 7 years and 9 months, then have a 10-year extension period during which they continue to earn interest. Then, as retirement time approaches, the saver can convert his E-bond holdings plus accumulated interest into H-bonds. H-bonds pay interest semiannually which must be declared for income-tax purposes for the year in which paid. However, tax on the accrued E-bond interest does not become due until the H-bonds are redeemed, and for most savers, their lower postretirement income tax rate will make this easier to handle.

Thousands of Americans received their Federal income tax refund in savings bonds last year. Taxpayers getting refunds this year will enjoy the same privilege. Just check the box on your tax return that says "U.S. Savings Bonds"; the rest is automatic.

Join the millions of Americans who are participating in Operation Security for 1964.

## INSURANCE PAYS OFF

Every coin has two sides. On the losing side are those who think insurance on their effects is too expensive, so they "take their chances." The chance they take is a possible loss of everything they own.

The excuses offered are varied and many; a few read like this: the Government shipped it, they should pay; the warehouse mishandled my goods, they should pay; or the ship sank, the steamship company should pay.

The Comptroller General in a 1958 decision quoted from an earlier 1950 ruling, which stated in part:

You are advised that when an employee of the United States avails himself of any right he may have acquired under the law to have his household effects transported at Government expense, such right as well as the liability of the Government is limited to the specific provisions of law and regulation authorizing the expenditure of public funds for that purpose. In those cases where the shipment of an employee's household effects at Government expense is authorized and requested by the employee, the Government undertakes such shipment upon the same basis as it would ship its own property, that is, by Government Bill of Lading which carries a lower rate as well as a limited responsibility for loss or damage on the part of the carrier. This is a standard policy of long standing and since the laws and regulations pertaining to the shipment of household effects of civilian employees contain no provision for indemnifying the employee for loss or damage in excess of the limited liability assumed by the carrier under a Government Bill of Lading, it is incumbent upon the employee to procure private insurance if he is unwilling to assume the same risks with respect to his effects as the Government assumes in shipping its own property.



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This case involved the loss of goods in transit which were shipped by a private carrier under contract with the Government.

The liability referred to in the Comptroller General's opinion is normally 30 cents per pound, which in a vast majority of cases is grossly inadequate to compensate for loss or damage to household effects.

Flip that coin, look at the winning side: the people who have taken insurance are not the losers; their claims are turned over to the insurance company, and the insurance company pays off. Two employees recently were paid by their insurance company for the loss of household effects when a ship sank. One was insured for \$7,000 with a \$25 deductible. His claim was for \$6,000; his check was in the amount of \$5,975. The other was insured for \$4,000 with a \$25 deductible; his check was in the amount of \$3,975.

FLIP THAT COIN TO THE WINNING SIDE—  
INSURE AND BE SECURE.

### COMMENDATION FOR WIVES

We recently received from one of our Chiefs of Station memorandums for the record commending the contribution to the station's mission by the wives of two of our employees. Such commendations may have been given by other Chiefs of Station in the same or a different way, but this is the first time our attention has been directed to any form of recorded official recognition for the contribution made by dependents.

In both of these cases, the wives made significant contributions to the civic action program of the station by participation in volunteer activities to improve friendly relations between the local population and members of the American community. Circumstances at the particular station may be unusual in some ways, but probably are by no means unique. Opportunity for similar activity by wives will certainly not exist in the same way nor to the same degree at all of our locations, and in

some places may not exist at all. Nevertheless, in places where it is practicable, the contribution which can be made by wives to the success of our mission is of significant importance to the Organization. We believe the practice of giving wives official recognition for their efforts is desirable.

### FLYING, ANYONE?

The following information on flight insurance policies is taken from an article recently published in the *Journal of the Judge Advocate General*.

Many service personnel are wasting a potential estate tax benefit when they purchase "King-Size" flight insurance policies just before taking off by plane.

In a 1961 ruling the Internal Revenue Service said that benefits paid under such a policy are includable in the estate of the deceased insured if he had control over it at the moment of his death. This ruling (Rev. Rul. 61-123, C.B. 1961-2, 151) held that, although as a practical matter when the purchaser gave the policy to his wife before take-off time it would have been almost impossible for him to change the beneficiary once in the air, he nevertheless still retained the right to do so, which is one incident of ownership. It is necessary to divest oneself of all incidents of ownership of insurance in order to remove the proceeds from one's estate. If the purchaser executed an assignment of the policy to the named beneficiary, then the proceeds would not be a part of his estate.

The best way to carry flight insurance and assure yourself that it will not be included in your estate is to either purchase an annual travel policy with ownership of it in the beneficiary or execute an assignment form each time you purchase a single flight policy. This form, which usually is available at airport insurance booths, assigns in writing all right, title, and ownership and incidents of ownership to the beneficiary. Safe journey!

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